

DEVON AND CORNWALL POLICE

Special Constabulary Review

Sponsor: Deputy Chief Constable Bill Skelly

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Volunteering Values, at the invitation of DCC Bill Skelly, undertook an independent review of Devon and Cornwall Police Special Constabulary on the 3rd and 4th December 2014. This document provides objective feedback on its people and processes with recommendations aligned to a Strategic and Tactical Delivery Plan.

Volunteering Values

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Review Summary

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Review	Date	Author	Description
SC	03.12.14 - 04.12.14	Jerry Sheppard Sue Rich	Review of Devon and Cornwall Police Special Constabulary: People and Processes

Summary of Key Findings

Colour	Standard	Key Findings
Red 16 Areas out of 70	Potential for significant improvement or areas of concern (see Appendix A)	There is a need for:
		1. Closer integration of the Special Constabulary and their regular colleagues in order to address the general perception by staff that in some areas there are two separate streams of warranted officers delivering policing in Devon and Cornwall.
		2. The setting up of a SC working group, with representation of all key stakeholders under the governance of the COG Portfolio Lead. This group would help identify and address issues such as clarity of ranks, roles and responsibilities, intelligence led operational tasking, general management and development of all specials.
		3. An SC SMT representative to be in attendance at all relevant governance boards to ensure that the specials are included and engaged in the future direction and development of the SC in line with policing objectives.
		4. The development and publication of an integrated Marketing, Recruitment and Communication Strategy for all aspects of the policing family, aligned to the D&CP Policing Plan 2013 – 2017, the Citizens in Policing Strategy and Policing Delivery Plan. This will help to protect and re-enforce the D&CP unique brand and ensure engagement with all key stakeholders, including the hard to reach groups and all staff.
		5. Consideration to be given to the design and funding of SC Pop up Shops for each LPA, to support future recruitment drives, in particular targeting the hard to reach communities.
		6. The design and publication of a standard operational procedure to ensure the capture of all volunteering good news stories centrally for review, prior to release both within and outside the organisation.

Colour	Standard	Key Findings
		<p>7. The design and publication of the SC Career Pathway Programme, with all associated documentation, on SharePoint Intranet site for the information of all employees.</p> <p>8. An in-depth review of the force SC recruitment and retention process in order to ensure an efficient and cost effective seamless recruitment process with identified ownership at each stage. Outcomes should be process mapped and published.</p> <p>9. Consideration to take accredited prior learning into account for specials with IPS when they apply to become a regular officer; with its potential cost savings.</p> <p>10. LPA representatives to attend all SC Attestation Events in order to help raise awareness, build rapport and commence the integration of specials and regulars process.</p> <p>11. The formalising, documenting and publication of a dedicated Mentor/Tutor Scheme, with supporting courses, for student specials to ensure that there is clear ownership by regular officers on LPAs.</p> <p>12. A review, documentation and publication of a process for the effective tasking, operational deployment and management of specials to ensure that they are intelligence led and supporting corporate policing objectives set out in the force Policing Plan and Citizen in Policing Strategy 2013 – 2017.</p> <p>13. Consideration of an early re launch of the SC Continuous Professional Development (CPD) Process, supported by SC SMT enforcement in the use of Contact Sheets to ensure compliance. The documented process should be uploaded onto SharePoint for guidance and ease of reference.</p> <p>14. The force to undertake an independent holistic review of the SC rank structure to ensure that it is fit for purpose in supporting the management of the SC, and delivering the local and National policing plans.</p> <p>15. The SC SMT to engage with all junior managers to clarify their role and responsibilities within the organisation as outlined within their defined role profiles.</p> <p>16. Consideration to be given to defining and delivering a bespoke Leadership Programme for all SC sergeants and inspectors, which would include assessment, mentoring and training.</p>
Amber 21 Areas out of 70	Work has commenced but yet to be finalised (See Appendix B)	Work in progress includes: 1. Implementing the draft SC Marketing, Recruitment and Communication Strategy which aims to address a number of issues documented within this report. Proposals include single ownership and streamlining of the recruitment process by adopting the National Recruitment Standards SEARCH Programme in full.

Colour	Standard	Key Findings
		2. The on-going review of the SC Welcome Information Pack, PDP, policies and procedures, Terms of Conditions and Working Practice (TP08) for the management and deployment of specials. This is to include their publication, both within the SC and on SharePoint, for the information of all D&CP colleagues.
		3. Continuing development of the role of specials across the organisation (e.g. Computer Triage, Victim Care and Investigation Support Officer within CID and Custody for low level and volume crime; also Community and Safer Neighbourhood Policing such as Rural Crime Engagement, Immigration Compliance and Enforcement and Marine support roles). This will include targeting the use of specials skills. The enhancement of their roles will release regular colleagues to focus on priority objectives.
		4. Further development of the D&CP internet and intranet site to promote the role of the SC by installing a dedicated volunteer button on the front page, with three drop down panels for Cadets, SC and PSV, allowing ease of reference and to maximise recruitment opportunities of volunteers.
		5. Reviewing, updating and re-publication of the Force Social Media Policy and Procedure document (D256 10.11.11).
		6. The development and publication of an SC internal communications strategy to promote the good work of the SC and better enable engagement with all volunteers and staff across the force. This strategy will be supported by a communications work group of all key stakeholders to agree key messages and methods of delivery such as the use of social media (e.g. a day in the life of a special).
		7. The identification of a person to harvest external 'hits' and applications made online via the internet in order to ensure that they are addressed and processed in a timely manner.
		8. Implementing a keep-warm process to maintain contact with new applicants at local level, for the duration of the recruitment process. This has the potential to reduce attrition rates.
		9. The longer term consideration for the engagement with the local public and private sectors to set up an external SC Employer Supported Programme.
		10. The revisiting, documenting and enhancement of the current exit/attrition strategy to maximize retention opportunities and identify trends from leavers.
		11. Clarifying whether specials should or should not be required to sign the Official Secrets Act on joining the organisation. PSV are required to sign.
		12. Consideration to be given to setting up a dedicated SC Skills Data Base to enable the capture and documentation of specials skills.
		13. Learning and Development identifying resources to deliver additional mentor training courses to increase the pool of mentors available to support SC and regular student officers post attestation.

Colour	Standard	Key Findings
		<p>14. Consideration to giving SC students who fail the foundation course an option of offering their time under the other two strands of volunteering, in particular the PSV.</p> <p>15. Consideration to undertaking an audit of lockers to identify spare capacity; thereby reducing the number of specials who are required to keep their uniform and equipment at home due to the lack of space and facilities at their place of deployment.</p> <p>16. The SC SMT reviewing and updating SC officers' personal details, including next of kin and their emergency contact details, on DutySheet and Myself I.T. Systems.</p> <p>17. D&CP undertaking a review of SC skills-v-departmental needs for appropriate and innovative use of SC resources.</p> <p>18. Continued development of a performance scorecard system to monitor, capture delivery and output of specials; thereby evaluating their value-add to the community and organisation (e.g. hours, arrests, detections, crime recording and compliance with mandatory training). This information will be published both within and outside the organisation to promote the excellent work of the SC.</p> <p>19. The early recruitment of volunteers within the SC to support the administration role of the Volunteer Coordinator and SC SMT, thereby reducing bureaucracy and allowing them to prioritise their workloads.</p> <p>20. Publication on the force internet and intranet sites details of SC performance, including hours given and the value-add provided by specials</p> <p>21. The SC SMT, in partnership with L&D, developing the SC Senior Leaders Forum and exploration of innovative methods of learning delivery (e.g. I Book and Webinar virtual classrooms) to help SC with their professional development, thereby reducing the cost of training for the organisation.</p>
Green 22 Areas out of 70	Achieved/exceeded acceptable standard (See Appendix C)	<p>Completed areas:</p> <ol style="list-style-type: none"> 1. The COG and OPCC are fully supportive of the SC. They have a clear and documented vision of how they would like to better integrate and enhance the role and deployment of specials across the force in support of the Policing Plans. 2. The SC SMT have undertaken a review of its SC Programme and have an internal comprehensive and up to date Specials Delivery Plan that supports the Police and Crime Plan for Devon and Cornwall 2013 – 2017, Citizens in Policing Strategy, Chief Constable's Police Delivery Plan and the SC National Strategy. 3. The newly formed Citizens in Policing Board, when fully established, will have the potential to provide course and direction, oversight and a forum to draw all strands of volunteering under one umbrella. This forum will also better enable the capture of innovative ideas and share good practice in relation to all aspects of volunteering within the force; as well as feeding back, progress and performance to the COG, OPCC and colleagues.

Colour	Standard	Key Findings
		<p>4. The SC has a strong leadership element. The SMT are highly motivated, knowledgeable and supportive of each other and their colleagues with a clear vision for the future. Senior officers meet on a regular basis with their colleagues at all levels, which is well received.</p> <p>5. The Police Support Volunteer Coordinator has designed a new volunteering role profile to provide Senior Officer Support for the SC SMT (2 posts). This will go some way to alleviating the heavy administrative workload of the senior SC officers. It is recognised that there is the potential for wider support by the PSV Team.</p> <p>6. SC SMT have recently designed and implemented a Matrix Structure for all SC ranks. It sets out development modules to be completed with timelines. This is supported by themed Core Leadership Seminars.</p> <p>7. SC SMT captures and disseminates good news stories, some of which have been published in both the Force Magazine Billboard and the National SC Impact Magazine.</p> <p>8. The SC SMT publishes regular emails/updates on SharePoint Intranet Site to all specials within the force. Information circulated includes outlining good news stories and points of interest, good practice and learning arising from operational deployments.</p> <p>9. The force uses the National SC POLKA I.T. platform to share information and good practice. The SC SMT also consults widely with other forces to identify and share good practice. This includes chairing of the South Western Forces Regional Volunteers meetings.</p> <p>10. SC students Induction Programme includes well documented policies and processes within an SC Information Handbook, together with memorandum of understanding, which incorporates European Work Time Regulations.</p> <p>11. The SC SMT have commenced a review of the SC exit strategy and leavers interviews. This includes looking at trends in order to help address the high attrition rate.</p> <p>12. The SC SMT meet on a weekly basis to review workforce targets and performance of specials; with welfare and additional mentoring support being made available, where necessary to reduce attrition rates.</p> <p>13. The SC SMT have appointed an SC Inspector as a dedicated student coordinator to act as a point of contact. This has been well received and has the potential to impact positively on the students' welfare and attrition rate.</p> <p>14. The SC SMT have commenced engagement with Plymouth University and external agencies, such as the National Park, to identify the potential for a strategic alliance in recruitment.</p> <p>15. D&CP have an excellent training programme for specials that incorporates IL4SC and NCALT into the I Book and practical classroom based SC Foundation Course. This is supported by mentors, where available, and a PDP Workbook. This innovative approach far exceeds SC National standards.</p>

Colour	Standard	Key Findings
		<p>16. There is a documented expectancy that specials will have achieved IPS within 24 months of response deployment, which is aligned to a probationary period. Evidence of achievement is overseen by LPA Commanders.</p> <p>17. D&CP have adopted DutySheet I.T. platform as a portfolio to capture specials knowledge, performance and outcomes.</p> <p>18. SC run a robust Performance Management Framework which recognises good work, monitors compliance with mandatory training and addresses under performance.</p> <p>19. PSD provide quarterly reports on professional standard issues for the SC. When trends are identified they are addressed, often through additional training.</p> <p>20. Radios are all personal issue against signature for specials. Details are recorded on Asset Management Enterprise I.T. System.</p> <p>21. There is a robust and accountable system for the management of expenses in compliance with force and H.O Guidelines. This is monitored at monthly SC SMT meetings. SC SMT and Finance dip sample submissions for compliance.</p> <p>22. The SC will have representation on the newly formed Citizens in Policing Board which will oversee and coordinate all future D&CP volunteering activity.</p>

Background

Devon and Cornwall and the Isles of Scilly is home to a population of 1.7 million residents spread across 4,000 square miles of urban, coastal and rural communities bordered by over 700 miles of coastline. The population can exceed 8million with summer visitors. An area of this size, and in particular the rural isolation of some communities, provides specific challenges to Devon and Cornwall Police (D&CP).

Devon and Cornwall is one of the safest areas of England and Wales with overall levels of crime amongst the lowest in the country. D&CP has approximately 6,000 employees to deliver its Policing Delivery Plan and continue to deliver a safe and secure environment for all its communities.

D&CP has a long established Special Constabulary (SC), which currently consists of 556 Special Constables, who in the last 12 months gifted in excess of 119,000 voluntary hours, with 210 specials having achieved Independent Patrol Status (IPS). They work to support regular officers and staff across a range of duties; including uniform policing, supporting immigration and licensing operations and tackling rural cross border crime in joint policing operations with the five South West Police Forces.

The Police and Crime Commissioner in the Police and Crime Plan 2013 – 2017, the Citizens in Policing Strategy, and the Chief Constables Policing Delivery Plan, has set a challenging target of 150,000 hours of service for the Special Constabulary to be achieved by the end of 2017. This equates to 800 specials delivering a minimum of 200 hours per person per year. Due to housekeeping and good loss, where specials have joined the regulars, there are currently 20 fewer attested specials than in 2013. It is recognised that the infrastructure is not currently in place to support this proposed growth.

There is strong support from the D&CP Chief Officer Group (COG), the Office of the Police and Crime Commissioner (OPCC), regulars, specials and police staff for the continuation and development of the SC Programme. This includes enhancing the number of specials and the choice of the roles that they can perform, to ensure that the force meets its business needs, with the emphasis being on quality over quantity.

It is clear that the D&CP and OPCC recognise the value-add that specials bring to the organisation and community. It is also recognised that there is a need to further integrate the Special Constabulary within the regular force in order to address the perception of two constabularies delivering policing locally. This enhanced integration will better enable them to help and support regular officers and police staff to deliver a safer policing environment for all the community.

Volunteering Values (VV) were invited by the sponsor, Deputy Chief Constable (DCC) Bill Skelly, to undertake an independent review of the D&CP SC, and to provide objective feedback on its processes and people with supporting recommendations to take it forward.

Review Objective

The objective of this report is to provide a summary of the findings, balanced against the National Strategy core deliverables for the Special Constabulary. Information for this report was gathered by:

- Documentation review
- Interview of the SC Senior Management Team
- Contact groups of specials (seven officers of diverse gender, grades and service)
- Reality checks, including conversations with key stakeholders such as DCC Bill Skelly, OPCC Chief Executive Andrew White, Local Policing Area (LPA) Commander Glen Mayhew, regular officers, police staff, Learning and Development representatives, notice boards, Internet and social media forums.

The review incorporated 70 points of reference and focused on the following people and process areas:

- Strategy
- Communication
- Recruitment and Retention
- Training and Development
- Resource Management and Tasking
- Performance Management
- Leadership Development

Strategy

Highlights: **Red x 2** - **Amber x 4** - **Green x 5**

Process Expectation	Findings
Compliance with National SC Project on a Page and standards	<ul style="list-style-type: none"> ➤ D&CP is compliant with the principles of the SC National Strategy, with the exception of recruitment. The National SEARCH Recruitment Model has not been fully adopted for the Special Constabulary. At present a bespoke recruitment model that includes hand written application forms is used, but this process is subject to review. In the areas of Strategy, Training and Development, Performance Management and SC SMT Leadership they exceed the required recommendations and minimum standards have been achieved.
Does the Force have a published/agreed strategy that integrates SC into the overarching policing plan?	<ul style="list-style-type: none"> ➤ D&CP have a documented Police and Crime Plan 2013 – 17, which is complimented by the Citizen in Policing Strategy that incorporates all three strands of volunteering; its mission being “To engage and involve communities in support of policing”. This is supported by the Force Police Delivery Plan and Strategic Delivery Boards that incorporates a dedicated work stream for specials. These documents set out a growth target of 800 specials/150,000 of service per annum. ➤ In July 2014 D&CP held a SC Strategy Meeting to look at the direction and long term future of the SC (2014/19). Strategic issues discussed included; recruitment to meet OPCC/Force targets, tasking, specialisation and skills based deployment of specials, SC rank structure, supervision and bounty payments. It did not look at the need for better integration with the regulars.

Process Expectation	Findings
	<ul style="list-style-type: none"> ➤ The SC SMT has an internal comprehensive and up to date Specials Delivery Plan that supports the Police and Crime Plan for Devon and Cornwall 2013 – 2017, Citizens in Policing Strategy, Chief Constables Police Delivery Plan and the SC National Strategy. Currently there is no documented bespoke SC strategy. The SC Delivery Plan has been presented to the COG for sign off. ➤ SC activity supports the local Policing Strategy objectives by supporting the investigation of licensing crime; policing resilience; security; operational response patrol; community policing such as rural engagement officers and demand led internal and cross border policing operations (e.g. 5 South West Forces “Op Seashell”). It is not clear if all SC deployments are intelligence led in compliance with the National Intelligence Model (NIM).
<p>Governance of strategy delivery and review to timelines</p>	<ul style="list-style-type: none"> ➤ Delivery of the Police and Crime Plan is monitored by the Joint Management Board (JMB), which is chaired by the Police and Crime Commissioner. Attendees include the Chief and Deputy Chief Constables, Chief Executive of the Office of the Police and Crime Commissioner (OPCC) and other senior managers from both the police and OPCC. Performance against the Police and Crime Plan is monitored through the joint Performance Accountability Board. ➤ There is a Strategic Delivery Board for Priority 6 of the Police and Crime Plan. The key aim is to seek greater public involvement in policing. The SC strand of the delivery plan seeks to “Deliver a professional, integrated SC service which meets the needs of the local community and achieves 150,000 hours of service per annum by the end of the Police and Crime period (2017)”. Proposed activity includes increasing capacity by using specials better and smarter, award and recognition, skills led policing and enhancement of roles for the SC. This board has regular officers as members but it would appear there is no regular representation from the SC SMT. Work stream action plans are signed off by the JMB. ➤ Implementation of the internal SC Action Plan is currently supported through governance by the SC SMT and COG. This includes personal engagement at weekly SC SMT meetings, with oversight provided through close links with the COG (DCC and ACC). Actions arising from this plan are also integrated within Priority 6 – Specials Work Stream. ➤ D&CP has set up an internal Force Citizens in Policing Board chaired by Superintendent Phil Kennedy to coordinate and provide oversight for all volunteering and development. It is believed that this will include coordination of all volunteering activity and ensure timeliness of project delivery. Representatives from all three volunteering strands are represented at this board.

Process Expectation	Findings
	<ul style="list-style-type: none"> ➤ D&CP have a number of strategies, policies and terms and conditions for its SC; some of which require or are currently subject of review (e.g. SC Welcome Information Pack, Recruitment Leaflets and the Professional Development Portfolio Handbook (PDP)).
Areas for concern or significant improvement	<ul style="list-style-type: none"> ➤ There is a general perception by staff that in some areas there are two separate streams of warranted officers delivering policing in Devon and Cornwall. In order to ensure closer integration consideration should be given to the setting up of a SC working group, with representation of all key stakeholders under the governance of the COG Portfolio Lead. This group would help identify and address issues such as clarity of ranks, roles and responsibilities, intelligence led operational tasking, general management and development of all specials. ➤ Consideration to be given for an SC SMT representative to be in attendance at all relevant boards. This will ensure that the specials are included and engaged in the future direction and development of the SC in line with policing objectives.
Areas for Improvement	<ul style="list-style-type: none"> ➤ Continue reviewing the SC Welcome Information Pack, PDP, policies and procedures, Terms of Conditions and Working Practice (TP08) for the management and deployment of specials; ensuring they are published both within the SC and on SharePoint for the information of all D&CP colleagues ➤ Consider documenting and developing an overarching career pathway programme for all specials; which should include a pathway for those who aspire to become a regular officer, taking into account accredited prior learning. This will deliver cost saving benefits for the organisation while recognising and embracing the skills of the individual officer. ➤ Continue to develop the role of specials across the organisation (e.g. Computer Triage, Victim Care and Investigation Support Officer within CID and Custody for low level and volume crime; also Community and Safer Neighbourhood Policing such as Rural Crime Engagement, Immigration Compliance and Enforcement and Marine support roles). Targeted use of specials skills and enhancement of their roles will release regular colleagues to focus on priority objectives. ➤ Consideration could be given to the commissioning of an independent review of all SC ranks and their roles and responsibilities to ascertain if the current structure is still fit for purpose in an ever changing policing environment.
Good Practice	<ul style="list-style-type: none"> ➤ The COG and OPCC are fully supportive of the SC. They have a clear and documented vision of how they would like to better integrate and enhance the role and deployment of specials across the LPAs.

Process Expectation	Findings
	<ul style="list-style-type: none"> <li data-bbox="524 176 1510 533">➤ The SC SMT have undertaken a review of its SC Programme and has an internal comprehensive and up to date Specials Delivery Plan that supports the Police and Crime Plan for Devon and Cornwall 2013 – 2017, Citizens in Policing Strategy, Chief Constables Police Delivery Plan and the SC National Strategy. The SC Action Plan looks ahead to the future taking into account Force Priority Objectives and aspirations in recruitment, widening of SC roles and further integration with regular colleagues. Design of the plan has included internal and external stakeholder engagement, and a proposal for an investment-v-outcome evaluation. <li data-bbox="524 569 1510 814">➤ The Police Support Volunteer Coordinator has engaged with key stakeholders in the design of a new volunteering role profile to provide Senior Officer Support for the SC SMT (2 posts). This will go some way to alleviating the heavy administrative workload of the senior SC officers; thereby allowing them to focus more on providing drive and direction in support of delivering the challenging targets set out in the Policing Plan. There is the potential for wider support by the PSV. <li data-bbox="524 850 1510 982">➤ The SC has a strong leadership element. The SMT are highly motivated, knowledgeable and supportive of each other and their colleagues with a clear vision for the future. Senior officers meet on a regular basis with their colleagues at all levels, which is well received. <li data-bbox="524 1018 1510 1262">➤ The newly formed Citizens in Policing Board, when fully established, will have the potential to provide course and direction, oversight and a forum to draw all strands of volunteering into a Volunteering Faculty. This forum will also better enable the capture of innovative ideas and share good practice in relation to all aspects of volunteering within the force; as well as feeding back, progress and performance to the COG, OPCC and colleagues.

Communication

Highlights: **Red x 3** - **Amber x 5** - **Green x 5**

Process Expectation	Findings
Compliance with National SC Project on a Page and standards	<ul style="list-style-type: none"> ➤ SC SMT consults widely with other Forces to identify and share good practice. This includes chairing the South Western Forces Regional Volunteers Meetings. Minutes of the meetings are made and circulated. ➤ In November 2014 the Force launched its re-designed website. At present there is no direct link to the SC page and the only representation for the SC is a 14 page document on the criteria to join the force and an application form for downloading and completion. In the last 12 months the D&CP SC site has had 55,103 hits with the average time of 1.57 minutes per visit. The new site, together with the use of social media, could provide a fast time platform for enhancing recruitment by promotion of the good work undertaken by specials. It could also help inform key stakeholders and the community of all volunteering opportunities within the force; together with their value-add. ➤ Specials do have access to the force intranet site SharePoint, which has a dedicated specials button and is managed by the SC Coordinator - who is also an SC Inspector - who recognises the importance and has a hands-on approach to communicating and rewarding the good work of specials.
Does the Force have a published SC communication strategy?	<ul style="list-style-type: none"> ➤ There is no Force Communication Strategy. The draft SC Marketing and Communications Strategy, which was drawn up in consultation with the SC SMT. This acknowledges the challenging targets set for recruitment and that the current resourcing strategy is not sustainable to deliver against the Police and Crime Plan target. ➤ The Citizens in Policing Strategy 2013 – 2017 - a restricted document - outlines how the force proposes to engage with the community. This detailed document includes a communication strand ➤ D&CP recently carried out a survey of specials. Analysis of feedback from 158 respondents showed that 35% (56) aspire to join the regular force and 69% (69) wish to protect and add value to community life. Training was high on their list of importance as was the need for improved communication. 59% (93) had had a negative experience as a special with the main reasons being regular colleagues' attitude to specials and lack of meaningful deployment. 61% (97) felt valued by the force. 39% (61) did not feel valued due to a number of reasons including lack of meaningful deployment, equipment, lack of recognition and a lack of respect. 59% (88) requested better integration with regulars.

Process Expectation	Findings
Governance of strategy delivery and review to timelines	<ul style="list-style-type: none"> ➤ There is a Strategic Delivery Board for Priority 6 of the Police and Crime Plan. The key aim is to seek greater public involvement in policing. The SC strand includes a proposal for an effective communication plan to promote the SC and its engagement with the community. This board has regular officers as members but it is not clear if there is representation from the SC SMT. Work stream action plans are signed off by the JMB. ➤ It is understood that DCC will shortly become the portfolio lead for volunteering within D&CP. He will provide governance, course and direction for all three strands of volunteering and ensure the associated Marketing and Communication Strategy is delivered to agreed timelines. ➤ The newly formed Citizens in Policing Board, when fully established, will have the potential to provide operational course and direction, oversight and a forum to draw all strands of volunteering activity under one banner. This forum will also better enable the capture of innovative ideas and share good practice in relation to all aspects of volunteering within the force; as well as feedback progress and performance to the JMB, COG, and colleagues.
Areas for concern or significant improvement	<ul style="list-style-type: none"> ➤ Development and publication of an integrated Marketing and Communication Strategy for all aspects of the policing family, aligned to the D&CP Policing Plan 2013 – 2017, the Citizens in Policing Strategy and Policing Delivery Plan. This will help to protect and re-enforce the D&CP unique brand and ensure engagement with all key stakeholders, including the hard to reach groups and all staff. ➤ There is a recognised need to design and publicise a standard operational procedure to ensure the capture of all good news stories centrally for review, prior to release both within and outside the organisation. ➤ Consider designing and publishing the SC Career Pathway Programme, with all associated documentation, on SharePoint Intranet site for the information of all employees. This will help promote the specials profile and integrate them with the regulars and also help the organisation to achieve its challenging service delivery targets by raising morale and motivation.
Areas for Improvement	<ul style="list-style-type: none"> ➤ D&CP internet and intranet site to further promote the role of the SC by installing a dedicated volunteer button on the front page, with three drop down panels for Cadets, SC and PSV, allowing ease of reference and to maximise recruitment opportunities of volunteers. ➤ Review, update and re-publish the Force Social Media Policy and procedure document (D256 – 10.11.11).

Process Expectation	Findings
	<ul style="list-style-type: none"> ➤ The development and publication of a SC internal communications strategy is required to promote the good work of the SC and better enable engagement with all volunteers and staff alike across the force. This strategy could be supported by a communications work group of all key stakeholders to agree key messages and methods of delivery such as the use of social media (e.g. a day in the life of a special). ➤ As part of the wider Volunteering Development Programme there needs to be a person identified to harvest external applications made online in order to ensure that they are addressed and processed in a timely manner, and who will be kept informed of the application’s progress and attrition rates. Keeping applicants “warm” and updated of their application progress could be a roll which falls to the PSV. ➤ The Citizens in Policing Strategy 2013 – 2017 outlines how the force proposes to engage with the community. This detailed document includes a communication strand. Consideration could be given to making this a public facing document and linking it in with the draft SC Marketing and Communication Strategy.
Good Practice	<ul style="list-style-type: none"> ➤ SC SMT captures and disseminates good news stories, some of which have been published in both the Force Magazine Billboard and the National SC Impact Magazine. ➤ The SC SMT publishes regular emails/updates on SharePoint Intranet Site to all specials within the force. Information circulated includes outlining good news stories and points of interest, good practice and learning arising from operational deployments. ➤ The force uses the National SC POLKA I.T. platform to share information and good practice. ➤ SC SMT consults widely with other forces to identify and share good practice. This includes chairing of the South Western Forces Regional Volunteers meetings. ➤ The Communications Team had a presentation and training input at the last force wide SC Conference.

Recruitment and Retention

Highlights: **Red x 6** - **Amber x 6** - **Green x 6**

Process Expectation	Findings
<p>Compliance with National SC Project on a Page and standards</p>	<ul style="list-style-type: none"> ➤ D&CP currently has an open recruitment campaign for specials to enable them to achieve an agreed workforce target of 800 SC (150,000 hours of policing per annum) by the end of 2017. The bespoke assessment process for candidates is based on the principles of the National Recruitment Standards (SEARCH) but is bespoke to D&CP. This includes a paper application process to assess candidate's handwriting skills and an interview. It does not include role play as required under National Guidelines. People Services organise but do not sit on interview boards. ➤ Currently the SC SMT plays a significant role in the recruitment and management of specials, which previously included sitting on interview panels. This is no longer tenable due to time constraints and they are looking for all aspects of SC recruitment to be managed centrally by the Resourcing Department (This is a recommendation contained within the draft SC Marketing and Recruitment Strategy). ➤ LPA representatives do occasionally attend the SC Attestation Events
<p>The force has designed and implemented an SC Marketing Strategy</p>	<ul style="list-style-type: none"> ➤ A draft SC Marketing, Recruitment and Communication Strategy has been drawn up with SC SMT consultation. It acknowledges the challenging targets set for recruitment and that the current resourcing strategy is not sustainable to deliver against the target. The paper recognises the need to centralise all recruitment and that it should mirror the regulars' recruitment process (SEARCH/SIFT tools) as well as automating the application process to increase efficiency and reduce costs. ➤ The D&CP has a HR Strategy that includes an agreed workforce target of 800 specials for the SC in order to achieve the OPCC set target of 150,000 hours of policing per annum by the end of 2017. Taking into account the current attrition rate, this requires the recruitment of 200 specials per annum. The infrastructure is not currently in place to achieve this target (e.g. a shrinking applicant pool, shortfall in mentors/tutors, including courses, and assets such as lockers etc.). ➤ The SC has a higher than average turnover over of specials with a 30% (155/2013 and 140/2014 to date) attrition rate against the National average of 20%. This does include a defined Good Loss of 47 specials joining D&CP as regulars and six joining other police forces. 81 specials also left the organisation due to change of circumstances and non-compliance with hours etc.

Process Expectation	Findings
	<ul style="list-style-type: none"> ➤ The SC continues to be a gateway to regulars as defined by the COG, taking into account the local pool of quality external candidates. Accredited prior learning is not taken into account for specials at Independent Patrol Status (IPS). Specials who join as regulars are required to complete the full 18 weeks IPLDP course. This potentially incurs an addition cost to the force of approximately £10k per student. ➤ Resourcing acknowledge that recruitment is target driven and is a transactional process (quantity v quality). There is a recognised need to ensure that the SC is more representative of the community with targeting of the hard to reach groups. There is also an identified need to recruit career specials. ➤ There is no current documented process to measure the effectiveness of the current marketing/recruitment process. There is the capability to monitor SC interest Hits and conversion rates on the force internet site but this is not currently used (Data: December 2013 to November 2014 - 55,103 hits with approximately 140 applicants currently being processed). There is a potential pool of missed opportunities for recruitment either as a Special or PSV. ➤ The force does not have an external Employer Supported Programme but 88 police support staff are SCs. D&CP release staff for 47hrs per annum with pay. ➤ The SC recruitment process is not owned by a single team as People Services Centre (PSC), Resources, Regulars and the SC all have an input at some stage of the administration process. There is not a joined up approach as each team appear to be working in silos. ➤ D&CP recently carried out a survey of specials. Analysis of feedback showed that 35% of respondents (56) aspire to join the regular force and 69% (69) wish to protect and add value to community life. Training was high on their list of importance as was the need for improved communication. 59% (93) had had a negative experience as a special with the main reasons being regular colleagues' attitude to specials and lack of meaningful deployment. The latter findings may go some way to explain the above average attrition rate for the force.
Areas for concern or significant improvement	<ul style="list-style-type: none"> ➤ The design, documentation and publication of an overarching Volunteer Marketing and Recruitment Strategy that attracts candidates from all sections of the community and coordinates all aspects of volunteer recruitment under one banner.

Process Expectation	Findings
	<ul style="list-style-type: none"> ➤ Consider undertaking an independent in-depth review of the force SC recruitment and retention process in order to further reduce attrition rates (2013 – 155 leavers of which 50 joined regulars/PCSOs and 2014 – 140 leavers. 53 have joined as regulars) and to maximise recruitment; particularly from hard to reach groups. Outcomes should be process mapped and published. ➤ Consider revisiting the decision not to take accredited prior learning into account for specials with IPS when applying to become a regular officer. There is the potential for significant cost savings for the organisation by candidates undertaking a shortened conversion course rather than the full IPLDP as is currently required (potentially 10 days v 18 weeks). There is a well-established and robust process for specials to capture and provide evidence of attaining IPS. Sign off is by LPA Commanders. ➤ LPA representatives to attend all SC Attestation Events. This will help raise awareness, build rapport and commence the process of integration of specials and regulars process. ➤ Consideration to be given to the design and funding of SC Pop up Shops for each LPA, to support future recruitment drives, in particular targeting the hard to reach communities. ➤ Placement of newly recruited specials should be coordinated by PSC with local Commands, so that they can be welcomed and inducted by the team at local level. It would appear that this is not always the case.
Areas for Improvement	<ul style="list-style-type: none"> ➤ In the longer term consider engagement with the local public and private sectors to set up an SC Employer Supported Programme. ➤ Revisit, document and build on the current exit/attrition strategy to maximize retention opportunities and identify trends from leavers. There were 15 exit interviews over the last 12 months. ➤ Consider implementing a keep-warm process to maintain contact with new applicants at local level, for the duration of the recruitment process. This has the potential to reduce attrition rates. ➤ Clarify whether specials should or should not be required to sign the Official Secrets Act on joining the organisation. PSV are required to sign. ➤ Consideration to be given to setting up a SC Skills Data Base. This will enable the capture and documentation of specials skills. Currently D&CP only collect language skills via the SC DutySheet I.T. data base. If specials are willing to deploy their bespoke skills then it could potentially be of significant cost benefit to the organisation in helping deliver its policing objectives.

Process Expectation	Findings
	<ul style="list-style-type: none"> ➤ There is a draft SC Marketing and Recruitment Strategy which aims to address a number of issues documented within this report. Proposals include single ownership and streamlining of the recruitment process by adopting the National Recruitment Standards SEARCH Programme in full.
Good Practice	<ul style="list-style-type: none"> ➤ SC students Induction Programme includes well documented policies and processes within an SC Information Handbook together with memorandum of understanding, which incorporates European Work Time Regulations. ➤ There is a well-established corporate induction programme for all new specials. This includes the SC SMT and a member of the COG personally welcoming incoming specials. ➤ The SC SMT have commenced a review of the SC exit strategy and leavers interviews. This includes looking at trends in order to help address the high attrition rate. ➤ The SC SMT meet on a weekly basis to review workforce targets and performance of specials, with welfare and additional mentoring support being made available, where necessary, to reduce attrition rates. ➤ The SC SMT have appointed an SC Inspector as a dedicated student coordinator to act as a point of contact. This has been well received and has the potential to impact positively on the students' welfare and attrition rate ➤ The SC SMT have commenced engagement with Plymouth University and external agencies, such as the National Park, to identify the potential for SC recruitment.

Training and Development

Highlights: **Red x 2** - **Amber x 5** - **Green x 6**

Process Expectations	Findings
<p>Compliance with National SC Project on a Page and standards</p>	<ul style="list-style-type: none"> ➤ The force Learning and Development Department (L&D) has designed and implemented an innovative E.learning Programme for its student specials. It is I Book based and is supported by a Learning Pool Platform, which can be accessed by all D&CP staff. This knowledge based distance learning format incorporates IL4SC in a modular format and allows students to work at their own pace and time schedule over a four month period. This is supported by L&D mentors who can monitor students' progress. There are weekly Webinar Virtual Classroom Forums and dedicated email links to answer questions and support students' development. On successful completion of a knowledge check, students attend the class based practical phase of IL4SC at Police Headquarters. ➤ On attestation all students are handed a competency based Professional Development Portfolio (PDP) Workbook to capture their development to IPS. They are posted dependent on their preferred LPA and, where viable, are allocated a mentor by the SC SMT. ➤ There is no documented career pathway for specials beyond achieving IPS; however the D&CP have adopted DutySheet I.T. System to track specials career development and performance. ➤ There is a noted shortfall in trained mentors to support specials in their Coached Patrol Phase of learning and development. This can lead to a special without IPS mentoring a fellow student officer and/or deployment with PCSOs. ➤ Accredited Prior Learning is not taken into account for those specials who aspire to become a regular officer. ➤ New SC role profiles have been designed, incorporating Policing Professional Framework (PPF). ➤ There is a defined probationary period for specials that is currently aligned to the requirement for them to achieve IPS at 24 months. This is monitored by the SC SMT via DutySheet.
<p>The force has a clearly defined career pathway programme that equips specials to fulfil a full range of potential policing roles</p>	<ul style="list-style-type: none"> ➤ There is a well-defined and innovative training and development programme for newly joined specials that exceeds National standards. This includes a modular I Book E. learning and classroom based practical modules. Analysis was undertaken between the old style classroom based learning and new style I Book learning and both were found to be of similar high standards and success rate of students passing the courses (30/35).

Process Expectations	Findings
	<ul style="list-style-type: none"> ➤ The force uses a Competency Based Framework to measure specials skills. This is documented within their PDP. This is supported via the force Continuous Professional Development Programme (CPD). ➤ There is a rolling 12 month documented continuation programme for specials delivered by L&D. Continuation training is delivered on a reactive basis to changing procedures, incidents and legislation. ➤ Specials are allocated mentors, where available, and are mainly attached to response teams for development. Evidence shows that not all regulars buy in to this process. ➤ D&CP recently implemented DutySheet I.T. system to monitor performance and development of specials.
Areas for concern or significant improvement	<ul style="list-style-type: none"> ➤ Formalise, document and publish a dedicated Mentor/Tutor Scheme for student specials to ensure that there is clear ownership by regular officers on LPAs. Each and every student should have a named primary and deputy accredited mentor/tutor with oversight by both the LPA and SC Management Teams to ensure buy-in, uniformity in standards and IPS signoff. ➤ There is an identified need for additional Mentor Courses for both appropriately skilled regular officers and SC with IPS. Consideration could be given to further support and one-off funding by the OPCC.
Areas for Improvement	<ul style="list-style-type: none"> ➤ Formalise, document and publish a career pathway for specials that incorporates award and recognition beyond IPS. ➤ Learning and Development to deliver additional mentor training courses to increase the pool of mentors available to support SC and regular student officers. ➤ Consider additional roles that can be undertaken by the SC to better use their skills, knowledge and experience (e.g. Investigating Support Officers, POLSA and Community Engagement, Victim Care roles). ➤ As specials do not have PDRs with set corporate objectives there is a clear need for the SC SMT and SC Coordinator to re-enforce the completion of contact sheets by supervisor for specials CPD Meetings. Discussion points could include attain/maintain IPS, compliance with mandatory training (e.g. ELS, Personal Safety Training and NCALT E.learning) and delivery of 200 hours of policing hours in a rolling 12 months. This will ensure a corporate approach, reduce risk and help maintain professional standards.

Process Expectations	Findings
	<ul style="list-style-type: none"> ➤ Consider giving SC students who fail the foundation course an option of offering their time under the other two strands of volunteering, in particular the PSV. SC Officers, on reaching retirement age could also be offered the opportunity to join the PSV or the cadets as a team leader. This has the potential for the organisation to recoup some of their investment, whilst strengthening community ties.
Good Practice	<ul style="list-style-type: none"> ➤ D&CP have an excellent training programme for specials that incorporates IL4SC and NCALT into the I Book and practical classroom based SC Foundation Course. This is supported by mentors, where available, and a PDP Workbook. This innovative approach far exceeds SC National standards. ➤ The SC SMT have appointed a dedicated SC student coordinator as support and point of contact. ➤ There is a documented expectancy that specials will have achieved IPS within 24 months of response deployment, which is aligned to a probationary period. ➤ There is a well-established and robust process for specials to capture and provide evidence of attaining IPS. Evidence portfolios are passed via the SC Coordinator for sign off by the BCU Commanders. ➤ D&CP have adopted DutySheet I.T. platform as a portfolio to capture specials knowledge, performance and outcomes. ➤ SC run a robust Performance Management Framework which recognises good work, monitors compliance with mandatory training and addresses under performance.

Resource Management and Tasking

Highlight: Red x 3 - Amber x 3 - Green x 5

Process Expectations	Findings
Compliance with National SC Project and standards	<ul style="list-style-type: none"> ➤ There is a lack of clarity with regards to duty planning, tasking, briefing and the deployment process for specials. It is not clear if the SC deployments are intelligence led across all 5 LPAs, in compliance with the National Intelligence Model. It appears that LPA representatives make tasking requests to their opposite rank in the SC and the latter identifies specials for deployment. Specials are not always deployed to target crime hotspots/areas of community concern but are often deployed geographically to where they are based. Whiteboards were issued to all police stations for the purpose of highlighting required operational deployments for specials. It is not known if these are still in operation. On occasions specials will self-deploy without guidance from regular officers. There is also a lack of clarity as to who is responsible for the specials whilst on deployment. ➤ D&CP has adopted DutySheet as an I.T. platform for the management of SC duties, expenses and performance. ➤ All SCs sign up to Terms and Conditions of Service. SC sign up on DutySheet to opt out of the Working Time Regulations. This is renewed on a three monthly basis. ➤ The SC SMT and Coordinator are currently designing a Working Practices Handbook to incorporate all policies and procedures.
Duty planning, tasking and deployment is intelligence led and effective in support local policing objectives	<ul style="list-style-type: none"> ➤ There is no robust documented system for matching specials to operational policing duties; therefore it is not clear if the tasking of the SC is intelligence led in compliance with the National Intelligence Model. ➤ The SC, although invited, are not always able to attend Intelligence/Tasking Meetings. They are requested to support regular officers on a local policing area by area basis. Specials will self-deploy where regulars are not available to direct their operational patrols. ➤ DutySheet is the I.T. platform used to offer SC volunteering opportunities and can be accessed from home. ➤ D&CP and OPCC are looking to up-skill the specials and thereby widen their roles of deployment in support of the Citizen in Policing Strategy 2013 – 2017 and Policing Plan. ➤ SCs are regularly deployed on aid at high profile events (Carnivals, County Shows, Pride Events, and Remembrance Parades).

Process Expectations	Findings
	<ul style="list-style-type: none"> ➤ D&CP SC regularly undertake cross border policing activity with Wiltshire, Avon and Somerset and Dorset Police to address rural crime (e.g. Themed operations include OP Seashell). They also work closely with the Immigration Service and National Parks (Park Rangers). ➤ The SC also support joint immigration and licensed premises operations such as Op Brooklyn.
Management of Assets (E.G. lockers, radios and equipment) and Expenses	<ul style="list-style-type: none"> ➤ There is a process in place to monitor allocation and recovery of assets for the SC. This is supported by a checklist. ➤ D&CP has a force wide policy for the management of expenses, which has been adopted by the SC SMT. It is robustly enforced and is compliant with H.O Guidelines. ➤ The force SC budget is not devolved to SC Management Team. ➤ There is a shortfall in the provision of vehicles, driving courses, lockers and accommodation for specials. This results in specials having to keep their uniform and equipment at home. It also impacts on operational deployment
Areas for concern or significant improvement	<ul style="list-style-type: none"> ➤ There is a need to review, document and publish a process for the effective tasking, operational deployment and management of specials to ensure that they are intelligence led and supporting corporate policing objectives set out in the force Policing Plan and Citizen in Policing Strategy 2013 – 2017. ➤ Consideration to be given to linking DutySheet and Global Rostering System (GRS). This will enable SC to sign up in advance for operational deployment on DutySheet, and at the same time allow cross pollination of SC availability for the information of regular colleagues; thereby better informing and influencing operational workforce planning. ➤ Where viable, SC should be represented at the force and local intelligence meetings. This will help with the integration of the SC and regular colleagues as well as a clearer understanding of crime trends and rationale for operational deployment decisions (88 SC are D&CP staff).
Areas for Improvement	<ul style="list-style-type: none"> ➤ Consideration to be given to undertaking an audit of lockers and equipment to identify spare capacity. At present a number of specials are required to keep their uniform and equipment at home due to the lack of space and lockers at their place of deployment. ➤ The SC SMT to continue reviewing and updating of SC officers' personal details, including next of kin and their emergency contact details. This is being managed on DutySheet and Myself I.T. Systems.

Process Expectations	Findings
	<ul style="list-style-type: none"> ➤ D&CP to continue to undertake a review of SC skills-v-departmental needs for appropriate and innovative use of SC resources and identify the tipping point for value-add from D&CP investment.
Good Practice	<ul style="list-style-type: none"> ➤ D&CP SC regularly undertake cross border policing activity with Wiltshire, Avon and Somerset and Dorset Police to address rural crime that is intelligence led (e.g. Themed operations include OP Seashell). They also work closely with the Immigration Service and National Parks (Park Rangers). ➤ Radios are all personal issue against signature for specials. Details are recorded on Asset Management Enterprise I.T. System. ➤ There is a robust and accountable system for the management of expenses in compliance with force and H.O Guidelines. This is monitored at monthly SC SMT meetings. SC SMT and finance dip sample submissions for compliance. ➤ The SC will have representation on the newly formed Citizens in Policing Board, which will oversee and coordinate all future D&CP volunteering activity.

Performance Management

Highlights: **Red x 1** - **Amber x 3** - **Green x 4**

Process Expectations	Findings
Compliance with National SC Project on a Page and standards	<ul style="list-style-type: none"> ➤ The SC SMT has a robust Performance Management Framework that both addresses underperformance and recognises good work. This is supported by an infrastructure to provide welfare support and address training needs for specials as and when required. ➤ The SC use their internal KPI performance scorecard system based on DutySheet to capture the number and type of operational tours, gifted hours and the number of SC related arrests (this includes arrest – other, violent crime and assists). Data captured does not include outcomes such as the number of PNDs issued, crimes reported, detections and disposals. Although data gathered is published on the force Performance Website and SharePoint, it is not truly evaluating the specials outcomes and value-add to the community and organisation. ➤ The SC SMT attend monthly meetings with the COG Portfolio Lead where performance and welfare issues are agenda items. Outcomes are shared across the SC SMT.
The force has a defined performance management framework for specials	<ul style="list-style-type: none"> ➤ DutySheet I.T. platform has been adopted as part of the SC Performance Management Framework. This enables the capture of data relating to hours, type of operational patrols and arrests.

Process Expectations	Findings
	<ul style="list-style-type: none"> ➤ SC SMT have implemented a Matrix System to monitor and enhance performance of its SC at all ranks. ➤ Good oversight of performance is provided by the SC SMT who report on a regular basis to the COG. SC Superintendents attend and implement actions arising from these meetings. ➤ There is an excellent and well documented two tiered Award and Recognition Scheme for specials within the force. There is a dedicated SC Awards Panel that uses a scoring matrix which mirrors the force Award and Recognition Scheme to filter nominees and decide on the level of recognition to be made. Those nominees who score below 20 points are recognised mainly by letters of thanks and certificates of service at the twice yearly SC Award Ceremonies. Those above are forwarded for inclusion in the force Award and Recognition Scheme where presentations are made at a joint ceremony. ➤ There are laminated sheets displaying hours gifted by specials at all area police stations. This helps promote the good work of specials. ➤ The D&CP does not use PDRs for their specials but employ a process called Continuous Professional Development (CPD). This process requires regular performance and development meetings between specials and their SC line command. Activity discussed is documented on contact sheets. The SC SMT and staff recognise that this process would benefit from being re launched with the emphasis on completion of the contact sheets. ➤ SC SMT and L&D do provide thematic training on a regular basis. This has included the Unprofessional Performance Process (UPP) by the Professional Standards Department (PSD). ➤ PSD provide quarterly reports on professional standard issues for the SC. When trends are identified they are addressed, often through additional training. It should be noted that complaints are low in number.
Areas for concern or significant improvement	<ul style="list-style-type: none"> ➤ Consider an early re launch of the CPD Process, supported by SC SMT enforcement in the use of Contact Sheets to ensure compliance. The documented process should be uploaded onto SharePoint for guidance and ease of reference.
Areas for Improvement	<ul style="list-style-type: none"> ➤ Continue to develop a performance scorecard system to monitor, capture delivery, and output of specials; thereby evaluating their value-add to the community and organisation (e.g. hours, arrests, detections, crime recording and compliance with mandatory training). This information could be published both within and outside the organisation to promote the excellent work of the SC.

Process Expectations	Findings
	<ul style="list-style-type: none"> ➤ Consider the recruitment of volunteers within the SC to support the administration role of the Volunteer Coordinator and SC SMT, thereby reducing bureaucracy and allowing them to prioritise their workloads (A Senior Officer Support role profile, two posts, have been agreed but has yet to be implemented). ➤ Publish and share on the force internet and intranet sites the performance of the SC, including hours given and the value-add provided by specials.
Good Practice	<ul style="list-style-type: none"> ➤ The well documented SC Award and Recognition Programme mirrors the force Award and Recognition Scheme. It ensures that the good work of specials is recognised, through twice yearly awards ceremonies, letters of thanks and service certificates. Those delivering outstanding service are included in the force Award and Recognition Ceremonies. Recipients are included in the internal force Newsletter Billboard and placed on SharePoint Intranet site. This has strong support from specials at all levels and the COG. ➤ The SC SMT have a robust four tier process to challenge non-performance, with a detailed option framework for those specials who need welfare or training support. ➤ The SC SMT have designed an innovative Leadership Matrix System for specials at all levels, which sets out a modular development programme aligned to their roles and responsibilities. ➤ PSD provide quarterly reports on professional standard issues for the SC. When trends are identified they are addressed, often through additional training.

Leadership Development

Highlights: **Red x 3** -Amber x 1 - Green x 3

Process Expectations	Findings
<p>Compliance with National SC Project on a Page and standards</p>	<ul style="list-style-type: none"> ➤ D&CP do not currently have a defined Leadership Programme for their specials. Those above Inspector level have historically attended the National SC Leadership Programme. ➤ The SC SMT have designed an innovative Leadership Matrix System for specials at all levels, which sets out a modular development programme aligned to their roles and responsibilities. This documented process exceeds national standards and would be a robust basis for the design of a future Leadership Programme. ➤ The SC mirrors the rank structure of the D&CP regular officers, with the exception of Chief Inspector level. There are supporters within the regulars for the SC rank structure to be reviewed and consideration is being given to its removal on a trial basis on one LPA due to the lack of SC supervisors. <hr/> <ul style="list-style-type: none"> ➤ There is a lack of clarity by junior managers within the SC as to their role and responsibilities (Leaders v Managers). It is apparent that the few Sergeants and Inspectors interviewed all saw their role as administrative not operational as defined within their role profiles. This can lead to an operational leadership chasm with specials being deployed on activities which are not intelligence led and without clear aim, purpose and operational guidance.
<p>The force has in place a documented process for the identification and development of SC leaders</p>	<ul style="list-style-type: none"> ➤ D&CP has a robust promotion process for the SC managers. This includes defining role profiles and an interview chaired by a LPA Commander/Chief Inspector and SC SMT representative. The board representation is rank specific. ➤ D&CP do not currently have a defined Leadership Programme for those at Sergeant and Inspector level. The SC SMT have instigated regular SC Senior Leaders Forums that mirrors the regulars. Subjects covered at these forums have included force Ethics, PSD, UPP and general leadership.
<p>Areas for concern or significant improvement</p>	<ul style="list-style-type: none"> ➤ The force to undertake an independent holistic review of their SC rank structure to ensure that it is fit for purpose in supporting the management of the SC and delivering the local and National policing plans. ➤ The SC SMT to engage with all junior managers to clarify their role and responsibilities within the organisation as outlined within their defined role profiles. All activity should be documented within their CPD Contact Sheets.

Process Expectations	Findings
	<ul style="list-style-type: none"> ➤ Consideration to be given to defining and delivering a bespoke Leadership Programme for all SC sergeants and inspectors. This to include assessment, mentoring and training.
Areas for Improvement	<ul style="list-style-type: none"> ➤ The SC SMT, in partnership with L&D, to continue developing the SC Senior Leaders Forum and explore innovative methods of learning delivery (e.g. I Book and Webinar virtual classrooms). This will help all participants with their professional development and reduce the cost of training for the organisation.
Good Practice	<ul style="list-style-type: none"> ➤ The SC SMT have designed an innovative Leadership Matrix System for specials at all levels, which sets out a modular development programme aligned to their roles and responsibilities. This documented process exceeds national standards and could form the basis for future Leadership Programmes. ➤ The D&CP has an established promotion process for their SC managers. This includes defining role profiles and an interview chaired by a LPA Commander/Chief Inspector and SC SMT representative. ➤ The SC SMT hold regular Senior Leaders Forums. Contents include embedding key subjects such as Ethics, UPP, PSD and general leadership.

Conclusion

The D&CP SC has a defined policing framework that supports the principals of the National SC Strategy Programme in the delivery of the following core deliverables:

- SC delivers policing in support of force priorities
- Delivery of policing and community safety is enhanced by the active citizenship nature of the SC
- The SC is effectively led

In the areas of Strategy, Training and Development, Performance Management and SC SMT Leadership, the required standards are exceeded.

The review team were impressed at the professionalism and leadership qualities of the SC SMT. The SC Chief Officer and SC Superintendents are all knowledgeable, passionate and highly motivated. They have a clear vision for the future and are supportive of each other and the specials.

The SC SMT are currently implementing their detailed SC Action Plan, which supports the Police and Crime Commissioner's Police and Crime Plan 2013 – 2017, the Citizens in Policing Strategy and the Chief Constable's Policing Delivery Plan. The SC Action Plan sets out the future direction of the SC both in growth, policies and enhancement of roles. When implemented this strategy will better integrate specials with their regular colleagues and enhance their value-add to all.

An on-going review of SC policies and procedures is currently being undertaken by the SC SMT and PSC, with some aspects having already been implemented; such as enhancement of roles undertaken and adoption of DutySheet Resource Management I.T. System to chart a specials activity and development. There is an acknowledgement that some aspects of policing activity still needs to be audited, reviewed, documented, published and embedded across the wider corporate domain.

It is clear from this independent review, undertaken by Volunteering Values, that D&CP do value, and have identified the benefits of their volunteer SC officers. This is supported by the findings from the specials contact group and conversations with individuals within the force, including Portfolio Lead DCC Bill Skelly and OPCC Chief Executive Andrew White.

A key focus for the force in the short to medium term will be the design and implementation of an innovative communication and recruitment marketing strategy aimed at enhancing the number of specials in order to achieve the challenging goals set out Police and Crime Plan 2013 – 2017 and Citizens in Policing Strategy.

Other key activities will include enhancing the integration of specials with their regular colleagues, intelligence led tasking and the continued development of specials in order that they deliver a widening number of roles across the community. Another challenge will be addressing the key findings arising from the SC survey.

There is an overt passion, supported by a clear vision, for the force's SC that will ensure delivery of the objectives set out in the various policing plans thereby delivering a safe and secure environment for all in the policing domain of Devon and Cornwall Police.

Approvals

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